As a non-profit consulting firm, HumRRO sits in a unique position that allows us to do what is best for our clients. We are not hamstrung by canned solutions or owners who encourage quick fixes. Instead, we can offer unparalleled technical expertise that is specifically targeted to each individual clients’ unique situation and needs. We are driven by a strong desire to make a contribution. We focus on contributing to our clients by attending to their unique circumstances and offering services and solutions that meet their specific goals within their context. We achieve this by fostering a climate that emphasizes collaboration among our employees who value sharing and teamwork as a means to provide our services. This is exemplified by our internal contributions to help our colleagues as well as our collaborative approach to working with our clients.

Our spirit of contributions also extends to sharing our insights and research with the scientific community through publications and presentations. We fund an internal research and development program that provides opportunities for employees to help advance the scientific foundation of our work. We also fund internships and a doctoral fellowship to facilitate the development of the future workforce.

Our mission-orientation means we are able to improve society by helping organizations and the U.S. military ensure they are hiring the right people; by helping people select the best career choice; by ensuring our education testing programs provide students, parents, and school systems with accurate information; and by ensuring only those with the appropriate level of competence receive a certification credential.

HumRRO is very proud of our reputation as an industry leader that offers an unbiased approach to everything we do. We are a results-oriented organization characterized by competence, objectivity, professionalism, integrity, energy, and commitment. Our climate encourages innovation and diligence among our staff who remain engaged in each new challenge. I hope you enjoy reading this biennial report that offers a small glimpse into our contributions to our clients, science, and society.

Best regards,

Suzanne Tsacoumis, Ph.D.
President and Chief Executive Officer
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HumRRO’s Core Values:

HumRRO is a results-oriented nonprofit organization, characterized by competence, objectivity, professionalism, integrity, energy, and commitment.

We are focused on client solutions.

Our employees are excited, engaged in each new challenge, and bring top-notch quality to all our work.

We foster a climate that encourages innovation and diligence among our staff and rewards those attributes appropriately.

At HumRRO, we hold ourselves to high standards, and we know that our clients also expect the best from us.
HumRRO was created in 1951 by the Department of the Army as an office of The George Washington University in Washington, D.C. During the 24 years that HumRRO operated as a Federal Contract Research Center (FCRC), the company accumulated a distinguished record of both theoretical and practical breakthroughs in the application of psychological and other behavioral science skills to the field of training. HumRRO parted company with The George Washington University in 1969 and incorporated as an independent, nonprofit organization in that same year. Our status as an FCRC was terminated at the end of 1975.

As a nonprofit organization, we are empowered to ensure objectivity, quality and technical rigor in everything we do. Our collegial, informal, and nimble work environment allows us to capitalize on our collective knowledge base and experiences to develop cost-effective solutions that work. We approach each problem by listening, learning, and then designing solutions to address our clients’ needs.

Today, HumRRO conducts research and analysis activities for a wide variety of federal agencies, commercial businesses, professional associations, state and local government, and agencies within the national security community. In addition to our headquarters in Alexandria, HumRRO has offices in Monterey and San Diego, California; Louisville, Kentucky; and Minneapolis, Minnesota. With no products to sell, we feel no pressure to force-fit a solution to our clients and with no shareholders, we can invest our earnings in internally funded projects, professional development, improvements to the work environment, and competitive salaries and benefits.

**OVERVIEW**

**Our Strategic Goals:**

- Perform High-Quality and Timely Work for External Clients
- Engage in Strategic Business Development
- Build and Maintain a High-Quality Staff
- Manage and Invest HumRRO’s Financial Resources
- Manage Internal Operations
- Contribute to Science and Society
Our Mission:

HumRRO’s mission defines the results we strive to achieve:
To develop and apply state-of-the-art science and technology to improve the performance of individuals and teams within public and private sector organizations and educational institutions.
CONTRIBUTIONS TO OUR CLIENTS

We are exceptionally proud of the countless contributions and accomplishments we have achieved in collaboration with our clients. Our 2017-2018 contributions cover a broad range of clients and projects as exemplified by these examples.

Talent Management
HumRRO’s recent work related to hiring and promotion involved developing assessments for critical occupations, employing new and traditional approaches to job analysis, and supporting large-scale, high-stakes assessment programs.

Developing Assessments for Critical Occupations
The demand for Cybersecurity and Intelligence Analyst professionals far surpasses the supply. HumRRO has developed assessments to identify individuals with the raw talent and skills necessary to enter these professions. We played a central role in the development and validation of a new measure of information and communication technology literacy, known as the Cyber Test for the U.S. military. We worked with the Army and the Air Force to refine their selection tests for entry into high-demand Cyber occupations, and we collected and analyzed validation data for that purpose. Moreover, we are currently supporting these Services’ transition to computer-adaptive delivery. We are working with the Department of Homeland Security to develop assessments to screen and promote qualified Cyber professionals. We also developed an assessment designed to measure specific types of Critical Thinking Skills required by Intelligence Analysts in the U.S. government. In partnership with our government sponsor, HumRRO designed this assessment for use as a developmental tool that enables current Intelligence Analysts to evaluate and to improve their own skills.

For the U.S. Secret Service, HumRRO completed a wide-ranging, high-profile assessment development effort that encompasses two of the agency’s largest and most critical occupations. We developed new pre-employment assessments that measure a broad range of competencies, including a diverse set of cognitive and non-cognitive skills and abilities. Another portion of the project focused on building a new promotion system for jobs that involve a substantial level of supervisory and leadership responsibility. We created scenario-based assessments that are administered to candidates online, including a situational judgment test, and virtual role play and in-box simulations. We also developed an innovative evaluation tool designed to help supervisors differentiate performance at high levels of competence, overcoming a common tendency for such evaluations to provide very little differentiating information about candidates. We have developed similar “day-in-the-life” simulations for other government agencies, including the Bureau of Alcohol, Tobacco, Firearms, and Explosives, the Social Security Administration, and the Department of Commerce.

Conducting Job/Task Analyses
HumRRO conducts job/task analyses as input for a variety of purposes, including employee selection tests and promotion systems, career planning programs, and performance standards for professional credentialing programs. As one example, we partnered with the Federation of State Boards of Physical Therapy (FSBPT) to design and execute a process to replace a large-scale practice analysis study conducted every five years with smaller, focused annual surveys. Our work with FSBPT helped reduce the burden imposed by a single large-scale study while ensuring their licensure examinations keep pace with changes
in the field. We continue to actively explore ways to streamline large-scale job analysis efforts through the application of Natural Language Processing (NLP) techniques. Our pioneering NLP efforts have gained the attention of several clients, who have expressed interest in working with us to expand activities in this area. We also conducted a work analysis study to estimate the number of adult disability cases Administrative Law Judges can reasonably adjudicate per month or per year. Finally, we conducted several job analyses focused on identifying the physical or perceptual demands of various positions and the abilities employees must possess to effectively meet those demands.

Assessing Test Validity
HumRRO continues to work with the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) on several long-term projects. One project involves enlisted personnel and two projects focus on the officer corps. In these projects, HumRRO compiles data on both operational and experimental predictors as well as outcome data (e.g., performance ratings, person-environment fit indicators) to support ongoing criterion-related validation work on various cognitive and noncognitive assessments. For example, HumRRO has identified and validated selection tools for officer performance and retention, evaluated experimental measures for identifying Reserve Officer Training Corps (ROTC) and Officer Candidate School (OCS) applicants who are likely to complete their education and remain in the Army beyond their first term of service, and explored improvements to the Army officer branch assignment processes.

For the past two years, we have worked extensively with Southern California Edison (SCE) to update and revalidate numerous employment assessments. For example, we developed work simulation tests for first line supervisors and evaluated commercially available personality assessments for potential use in screening for all leadership positions. We also updated and collected validity evidence for job knowledge tests used in screening candidates for jobs such as Field Hydrographer, Heavy Equipment Operator, and Warehouse Clerk. Finally, we gathered data necessary to transport a physical ability assessment to a wide array of physically-demanding jobs.

Supporting Major Testing Programs
HumRRO continues to support the Defense Personnel Assessment Center (DPAC), which has responsibility for the Armed Services Vocational Aptitude Battery (ASVAB), the primary cognitive screen for those applying to enlist in all branches of the U.S. military. The ASVAB is administered to well over 200,000 individuals annually as part of the DoD enlistment testing program, making it one of the largest employment testing programs in the world. HumRRO supports DPAC by writing and editing items for nine of the ten ASVAB subtests, assisting in item pool development, providing IT support for test delivery, and conducting special studies needed to maintain and enhance the overall testing program. For example, we are conducting studies focusing on various delivery modalities, including different types of electronic devices (tablets, smart phones) and unproctored delivery followed by a short verification test at time of enlistment.

HumRRO also provides significant support to the Defense Language Proficiency Testing (DLPT) program, which is managed by the Defense Language Institute. The Department of Defense uses DLPT results to inform operational readiness, incentive pay, assignment, and training decisions for civilian and military personnel with language skills across organizations and components.

In addition to our work for the military services, HumRRO assists the U.S. State Department (DOS) in administering and scoring the Foreign Service Officer Test (FSOT), the first hurdle to becoming a Foreign Service Officer. HumRRO develops new items and assembles test forms using new and existing test items. The DOS in partnership with our subcontractor, Pearson VUE, administers tests at sites around the world. HumRRO analyzes the data from each administration and reports the results to DOS. HumRRO has also developed new item types for the English Expression portion of the FSOT and successfully replaced a biographical questionnaire with a situational judgment test. We also added screening tests for the DOS Consular Fellows Program and Information Management Specialist.
Education Research and Evaluation

For decades, dozens of states have relied on HumRRO to evaluate various aspects of their educational assessment programs and to conduct studies to examine matters related to those programs. For example, like the rest of the world, the educational domain has become dependent on myriad technologies, which do not always work as planned. In 2018, the Tennessee Department of Education (TDOE) asked us to investigate the impact of disruptions students experienced while completing their computer-based TNReady exams. Designed to assess student knowledge and understanding across a variety of domains, TNReady plays a vital role within the Tennessee Comprehensive Assessment Program (TCAP) by providing information on what students know and can do. Understandably, TDOE was concerned that the disruptions could have negatively affected student test scores. Our researchers used multiple, advanced psychometric and statistical methods to conduct a rigorous comparison of student test scores between disrupted and non-disrupted peers. Through our role as an independent, objective evaluation partner, HumRRO helped Tennessee make informed policy decisions by clearly detailing the potential impact of the computer disruptions. HumRRO stands ready to help our clients address these challenges quickly, thoughtfully, and thoroughly.

HumRRO’s impact on education research and evaluation has increased over time, with a primary emphasis on conducting psychometric analyses related to student assessment programs, evaluating classroom practices and instructional interventions, supporting teacher certification, and performing research studies regarding issues critical to ongoing educational initiatives.

Evaluating Alignment of Standards and Assessment Content

Federal and state legislation that mandate evidence of student achievement at all levels helps drive the need for well defined, grade-level standards, and the use of valid, reliable, and fair tests to measure those standards. HumRRO is known for conducting rigorous alignment studies that provide states and assessment programs with the requisite evidence to meet Federal peer review guidelines. We employ a tailored, rigorous approach that relies on input from subject matter experts regarding the
degree to which test items (a) assess the applicable standards, (b) assess the standards at the depth of knowledge intended, and (c) cover the full spectrum of content knowledge demanded by the standards.

HumRRO has effectively conducted numerous alignment studies for states (e.g., Iowa, North Dakota, Colorado, Delaware, Maine, Missouri, New York, South Carolina, Tennessee), consortia (e.g., the Partnership for Assessment of Readiness for College and Careers [PARCC], Smarter Balanced Assessment Consortium), and assessment programs (e.g., Educational Testing Service’s Winsight English language arts and mathematics assessments). Several of these studies required novel approaches to handle challenges such as determining alignment of complex performance-based item types to multifaceted Next Generation Science Standards.

**Verifying Psychometric Analyses**

Another focus of HumRRO’s educational research involves providing psychometric quality assurance services for large-scale testing programs. Given the vast amount of data involved and the complexity of the analyses conducted, states and other testing entities often require parallel data analyses to verify the results—which can have major implications for states, schools, and students—prior to reporting them. Some states that HumRRO supports in this capacity include Delaware, Florida, Indiana, Kentucky, Minnesota, North Dakota, South Carolina, and Virginia.

**Evaluating Educational Assessments and Initiatives**

Over the past decade, much of HumRRO’s evaluation activity has centered around educational programs and interventions. We have provided psychometric support and conducted evaluation-oriented research studies for two major consortia, PARCC and Smarter Balanced. During the 2017–2018 school year, we conducted comprehensive evaluations of New Hampshire’s Performance Assessment for Competency Education (PACE) and South Carolina’s College and Career Ready Assessments (SC READY). In a ground-breaking effort, HumRRO worked with the National Center for the Improvement of Educational Assessment to develop an innovative evaluation methodology based on the Criteria for Procuring and Evaluating High Quality Assessments. Using this new methodology, HumRRO evaluated strengths and weaknesses related to content, depth, and accessibility of the high school English language arts and mathematics summative assessments for four programs—ACT Aspire, the Massachusetts Comprehensive Assessment System (MCAS), PARCC, and Smarter Balanced.

We continued our long-standing relationship with the California Department of Education where we conducted several research studies and evaluation activities related to California’s comprehensive student assessment system, known as the California Assessment of Student Performance and Progress (CAASPP). HumRRO also designed and carried out several policy studies for the National Assessment Governing Board related to the National Assessment of Educational Progress (NAEP), also known as the Nation’s Report Card.

**Supporting Teacher Certification**

Over the past few years, HumRRO has supported teacher certification programs in several different states. We analyzed teacher job requirements to help ensure that certification exam blueprints were clearly linked to duties performed in different teaching positions. One example is our work for the California Commission on Teacher Credentialing, where we collected input from a wide array of teachers on the Commission’s Teacher Performance Expectations (TPEs). The TPEs serve as the foundation for the Commission’s Teaching Performance Assessment (TPA) model.
Human Capital Management & Analytics
HumRRO’s recent work in this area includes evaluations of recruiting and selection practices, research to support career decision making, and support for workforce planning.

Reviewing Recruitment and Selection Practices
City and county law enforcement agencies face challenges in recruiting and hiring the right talent in sufficient numbers to meet hiring and retention goals. HumRRO partnered with the International Association of Chiefs of Police (IACP) to develop a virtual ride along designed to attract non-traditional candidates to the field of law enforcement. The virtual ride along depicts realistic scenarios that emphasize community-oriented policing activities, to counter sensationalized portrayals of law enforcement duties widely available on television shows and movies. We also partnered with IACP to review and recommend potential changes to recruiting and hiring practices for the Little Rock Police Department and the Los Angeles County Sheriff’s Department.

Conducting Research to Support Career Decision Making
HumRRO conducts a number of lines of work related to supporting smart career choices, across a range of organizations, occupations, and career seekers. For example, we recently supported the Association of American Medical Colleges (AAMC) on their residency matching process for medical schools and medical students. For this effort, HumRRO mined extensive data available from AAMC to identify the most important factors for achieving successful matches. We then developed sophisticated matching algorithms as a foundation for tools that AAMC offers to medical colleges and medical students. HumRRO software engineers also programmed and designed the web-based matching tool.

In a second stream of research, HumRRO developed a career pathing program for the Air Traffic Operations Division of the Federal Aviation Administration (FAA). We developed a streamlined method for gathering career pathing information from dozens of FAA subject matter experts, developed matching algorithms, and re-engineered an existing career pathing website and underlying matching tool.

Finally, HumRRO provided analytic support for the military and several private sector organizations that offer career exploration tools for different target audiences. Some systems focus primarily on high school students who face decisions about college and career choices, while other systems focus on working adults who may be seeking a career change. Typically, HumRRO provides critical analytic expertise to design and program matching algorithms and advice on applications of the resulting tool. Increasingly, we provide expertise in developing user-friendly online tools.

Gathering Workforce Information
Currently, HumRRO is conducting the first-ever study of the emergency nursing workforce on behalf of the MedEvac Foundation and several partners. The effort includes compiling information from existing data sources, such as the National Council of State Boards of Nursing, and membership rosters for several pertinent professional associations. We will develop and administer a survey to collect information about the current state and pipeline of emergency nurses. The results of the survey will provide a comprehensive view of the emergency nursing workforce, including current demographics and where the field is headed.

Credentialing Services
HumRRO has a long history of assisting professional organizations as they seek to develop, implement, and maintain programs that allow individuals the opportunity to demonstrate their expertise in a given field by taking examinations that test the breadth and depth of their knowledge and abilities.

Building and Maintaining Credentialing Programs
HumRRO began working with the American College of Veterinary Surgeons 30 years ago. Since that time, we have built strong partnerships with numerous diverse professional certification and licensure programs. In some cases, we worked with our clients to build a new program, and in other cases we support pre-existing assessment programs. Our typical services include building and maintaining the exam item bank, standard setting, form building, exam scoring, and reporting results. We have also helped several clients transition from paper-based to computer-based or online testing, and more recently, to alternative assessment methods.

For SHRM, we provided critical support as they launched a new certification program for Human Resources professionals. We facilitated an international body of subject matter experts to develop scenario-based test questions, building a large item bank to support development of alternate forms. We also evaluated the likely impact of proposed changes to the program in its early years and conducted sophisticated psychometric analyses as some of these changes were implemented. We continue to support SHRM with situational judgment item development, form assembly, and the psychometric requirements of its program.

The National Council of Architectural Registration Boards (NCARB) develops and administers the Architectural Registration Examination (ARE) as a requirement for licensure/registration as an architect in the U.S. HumRRO conducted research on the pace of change in the architecture profession, the results of which informed NCARB’s policies and planning in two major ways. First, our research informed NCARB’s “Rolling Clock” policy (i.e., the timeframe in which a candidate for licensure must pass all sections of the ARE). Second, our work provided an empirical basis for NCARB’s planning for their future practice analysis activities.

Assessing the Impact of Credentials
HumRRO conducted research for the Board of Certification for Emergency Nursing (BCEN) that sought to determine if there are tangible benefits accruing to those who seek BCEN’s Certified Emergency Nurse (CEN®) certification. We identified outcomes that might be affected by possessing this credential, including employability, compensation, professional growth, and job performance. We then developed surveys that were administered to practicing emergency nurses, including certificants and non-certificants, as well as the immediate supervisors of respondents. HumRRO then carried out a series of sophisticated statistical analyses, controlling for a wide range of variables that might also be related to the target outcomes. The results indicated that CEN® certification is positively related to multiple important outcomes. More recently, HumRRO began working with the Institute for Credentialing Excellence to field a survey regarding opinions and beliefs about the value of various types of certifications.

Personnel Research and Policy Analysis
HumRRO has supported the Department of Defense Career Exploration Program (CEP) for several years. The CEP allows high school students an opportunity to take the Armed Services Vocational Aptitude Battery (ASVAB) and a vocational interest assessment free of charge. Students, parents, and educators then receive information about occupations that may be a good match for the students’ aptitudes and interests. Responsibility for maintaining the CEP falls with the Defense Personnel Assessment Center (DPAC), while marketing and implementation of the program is carried out by the U.S. Military Entrance Processing Command (USMEPCOM). Over the past two years, HumRRO worked with DPAC and USMEPCOM to evaluate the extent to which secondary school teachers are aware of and support the CEP. After conducting a series of focus groups around the country, HumRRO provided several recommendations for improving the CEP itself and for increasing outreach to secondary school teachers so they possess the knowledge necessary to help students take advantage of insights gained through CEP participation. HumRRO has also helped modernize the CEP website.

HumRRO conducted sophisticated modeling to analyze the impact of various enlistment incentives on the Army’s ability to place recruits in Military Occupational Specialties (MOS) where the need is greatest. MOS incentive types, levels, amounts, and qualification criteria are determined by the Enlistment Incentive Review Board (EIRB). First, HumRRO modeled actual job choices based on archival data. Then, we developed and piloted a decision support tool that the EIRB could use to forecast the likely impact of policy changes in the allocation of enlistment incentives across MOS. Over time, we refined and expanded the decision support tool to account for a wider array of MOS and factors that impact classification of enlisted personnel into MOS.
On behalf of DPAC, HumRRO has recruited and convened two panels of internationally recognized experts in (a) career exploration and (b) personality assessment. The career exploration panel is charged with reviewing relevant research and recommending improvements or updates to the DoD CEP and the vocational interest measure that is part of that program. The panel of personality assessment experts is charged with reviewing research on the Tailored Adaptive Personality Assessment System (TAPAS) and making recommendations regarding its readiness for operational use in military recruit screening.

**Leadership Development**

HumRRO is working with the U.S. Secret Service to create a framework that will support an organization-wide Leadership Development Program, with the ultimate goal of populating the framework with information about development opportunities, resources, and exercises. The foundational work includes specifying leadership levels and associated definitions, performance requirements and competencies, and proficiency levels associated with each competency.

HumRRO has also developed online simulations designed to provide candidates with developmental feedback on leadership competencies relevant for their organization and level. One simulation is used to evaluate readiness for an executive leadership development program in the federal government. Another is tailored to the Federal Aviation Administration and is offered as a voluntary self-development tool to current employees. Finally, we are working with the International Coaching Federation to update its competency model for coaches who, in turn, provide developmental guidance to aspiring and current leaders in many organizations and industries.
CLIENTS (2017-2018)

Federal Government
Federal Government
Army Research Institute for the Behavioral and Social Sciences
Army Research Institute of Environmental Medicine
Bureau of Alcohol, Tobacco, Firearms and Explosives
Defense Personnel Assessment Center
Department of Commerce
Department of Defense
Department of Homeland Security
Department of Education
Department of Justice
Department of State
Drug Enforcement Administration
Federal Aviation Administration
National Assessment Governing Board
National Center for Education Statistics
Office of the Director of National Intelligence
Office of Personnel Management
U. S. Air Force
U. S. Navy
U. S. Marshals Service
U. S. Secret Service

State and Local Governments
California Commission on Teacher Credentialing
California Department of Education
City of Lubbock Police Department
Colorado Department of Education
County of Westchester
Fairfax County Government
Florida Department of Education
Indiana Department of Education
Kentucky Department of Education
Maine Department of Education
Minnesota State Colleges and Universities
Minnesota Department of Education
North Dakota Department of Public Instruction
Port Authority of NY & NJ
State of South Carolina
Tennessee Department of Education
University of Iowa
University of Kansas
University of Wisconsin
Private Sector

ACT, Inc.
American Academy of Periodontology
American Board of Audiology
American Board of Criminalistics, Inc.
American Board of Pain Medicine
American College of Health Care Administrators
American College of Healthcare Executives
American College of Veterinary Surgeons
American Society of Military Comptrollers
American Veterinary Dental College
Association for Talent Development
Association of Administrative Law Judges
Association of American Medical Colleges
Association of Legal Administrators
Association of Professional Social Compliance Auditors
CenterPoint Education Solutions
Community Association Managers International Certification Board
Council of Chief State School Officers
Curriculum Associates
Edison Electric Institute
Educational Records Bureau
Educational Testing Service
Exelon Nuclear Security
Federation of State Boards of Physical Therapy
FedEx
General Counsel PC
Girl Scouts of Western Washington
Houghton Mifflin Harcourt
International Coach Federation
Investments & Wealth Institute
IlluminateEd

Macmillan Learning
Marriott International
Measured Progress
MedEvac Foundation International
Metropolitan Washington Airports Authority
National Affordable Housing Management Association
National Association of Housing and Redevelopment Officials
National Automated Clearing House Association
National Center for Interprofessional Practice and Education
National Center for O*NET Development
National Conference of Bar Examiners
New Meridian
Northwest Evaluation Association
OptumInsight
Pearson
Pharmacy Technician Certification Board
Procter & Gamble Company
ProLiteracy
Quality Metric Incorporated
Questar Assessment, Inc.
Radiology Coding Certification Board
Riverside Assessment Holdings LLC
School Nutrition Association
Society for Human Resource Management
Southern California Edison Company
The Clearing House Payment Co. LLC
The College Board
The MITRE Corporation
UnboundEd
U.S. Math Recovery Council
W.L. Gore & Associates, Inc.
Walmart Stores
YouScience
Fiscal Years 2017 and 2018 were financially sound for HumRRO. Our bottom line totaled over $3 million for the two years and thus pushed our unrestricted net assets (net worth) to $16 million—the highest in company history. Our revenues increased by more than $5 million from Fiscal Year 2017 to 2018, reflecting the value that HumRRO delivers to its clients. We strive to maintain and improve upon our success going forward.

**Total: $34,575,770**

*The financial results presented here have been audited by our independent accounting firm BDO USA, LLP. A full copy of the audit report is available upon request.*
CORPORATE OFFICERS

Suzanne Tsacoumis  
*President and Chief Executive Officer*

Appointed on July 1, 2018, Dr. Suzanne Tsacoumis is HumRRO’s 7th President. Prior to that, she served as one of HumRRO’s Vice Presidents for just over a decade. On the technical side, Dr. Tsacoumis built her professional career conducting and managing projects associated with the research, development, and implementation of personnel assessment and human capital systems, often in litigious environments. She has spearheaded innovative work in the development of rich-media simulations for use in both promotion and self-assessment processes. She often consults on a range of policy and implementation issues. Dr. Tsacoumis has been an active volunteer for the Society of Industrial-Organizational Psychology (SIOP) and she is a fellow of SIOP and the American Psychological Association (APA).

Deirdre Knapp  
*Vice President and Director, Assessment and Evaluation in Education and the Workplace Division*

Dr. Deirdre J. Knapp is HumRRO’s Vice President of HumRRO’s Assessment and Evaluation in Education and the Workplace Division. Dr. Knapp’s primary area of technical expertise is the design and development of performance assessments. Her work spans many different contexts (e.g., certification and licensure testing, criterion measurement for validation research, performance assessment for promotion systems), many different types of organizations (e.g., the military, Federal government agencies, professional associations), and a variety of assessment methods (e.g., multiple-choice tests, live work sample simulations, computerized adaptive testing). She also has authored or coauthored several book chapters on performance measurement and professional ethics, and she co-edited Exploring the Limits in Personnel Selection and Classification with Dr. John Campbell. Dr. Knapp is a fellow of the American Psychological Association (APA), Society for Industrial and Organizational Psychology (SIOP), and the Society for Military Psychology. She has held a variety of elected offices and other leadership roles in these and other professional organizations.
**Cheryl Paulin**  
*Vice President and Director, Talent Management and Analytics Division*

Dr. Cheryl Paulin is HumRRO’s Vice President of Talent Management and Analytics. She is a corporate officer. Throughout her career, Cheryl’s technical work has focused on development, validation, and implementation of many different custom assessments for a variety of talent management purposes, from pre-employment screening to promotion to employee and leader development, often in high-stakes situations. She has worked with a wide variety of public- and private-sector clients, including several Fortune 500 clients and clients at all levels of government. She has published a book chapter and best practice guidelines for HR practitioners on the aging workforce and has presented on development and validation of high-stakes assessments at numerous conferences. Cheryl has served in volunteer leadership roles to support the profession of I-O Psychology at the local and national levels. She is a fellow of the American Psychological Association and of the Society for Industrial and Organizational Psychology.

**Kirk Abriola**  
*Chief Financial Officer and Vice President*

Mr. Abriola is HumRRO’s Chief Financial Officer and Director of the Business Affairs Division. He has more than 30 years’ experience in government contracting, finance and non-profit organization. He has previously served in a wide variety of roles. Several highlighted roles include serving as a CFO for a multi-entity Alaskan Native Corporations where he was responsible for the finance and contracts shared services. Kirk was as Senior Government Contracting Consultant with Cherry Bekart LLP, where he focused his practice on delivering advisory services to clients in support of the complexities that come with federal contracting. Prior to that he served in a senior financial management role with Population Services International, a nonprofit social marketing organization operating in more than 50 countries. Kirk also previously worked with Deltek as a Software Designer specializing in the government contracting industry. He received a Bachelor of Science in Finance from the Pennsylvania State University and is a CPA in the District of Columbia.

**David Dorsey**  
*Vice President and Director, Business Development Division*

Dr. David Dorsey currently serves as a Vice President and the Director of the Business Development Division at HumRRO. He was previously a senior executive in the U.S. government (Defense Intelligence Senior Level, DISL), serving in the area of defense and intelligence. Prior to working in government, Dr. Dorsey was a Vice President at Personnel Decisions Research Institutes (PDRI). Dr. Dorsey has conducted innovative research and development in the areas of understanding adaptive performance, innovating performance management, using modeling and simulation technologies for learning, understanding career paths, and building corporate level data science platforms and communities. Dr. Dorsey has produced over 70 book chapters, articles, and presentations. He is the recipient of two major research awards and an award for being a top leader in government. In 2017, Dr. Dorsey was elected a Fellow by the Society for Industrial and Organizational Psychology (Division 14 of the American Psychological Association). He also serves as an executive coach, having completed the Georgetown leadership coaching program.
2017 Presentations


Gribben, M. (2017, June). Can process data lead to a deeper understanding of student performance? In W. Buckland (Chair), Student process data in educational assessment. Symposium conducted at the annual meeting of the National Conference on Student Assessment, Austin, TX.


O’Shea, P. G. (2017, December). Revisiting “Are the best leaders both transformational and transactional?” through “The years of Lyndon Johnson: Master of the Senate.” Paper presented at the 16th annual International Studying Leadership Conference; University of Richmond; Richmond, VA.


Patelis, T. (2017, August). Measurement in college admissions and higher education institutional research. In L. D. Stanford (Chair), Assessment and measurement competencies in various disciplines and the training involved and needed. Symposium conducted at the annual meeting of the American Psychological Association, Washington, DC.

Patelis, T. (2017, June). Evidence and information needed and provided for using national recognized high school assessment for ESSA. Symposium (Moderator) at the annual National Conference on Student Assessment, Austin, TX.

Patelis, T. (2017, June). Some comments on validating interim assessment. In T. Patelis (Chair), Validating interim assessments for various purposes and uses including for ESSA. Symposium discussant at the annual National Conference on Student Assessment, Austin, TX.

Patelis, T. (2017, October). Perspectives on graduate student internships. In C. Setzer (Facilitator), Perspectives on graduate student internships. Symposium at the annual meeting of the Northeastern Educational Research Association, Trumbull, CT.
Patelis, T. (2017, October). Significant trends in educational research: Insights from NERA past presidents. In J. Young (Chair), Past president’s panel. Plenary session conducted at the annual meeting of the Northeastern Educational Research Association, Trumbull, CT.

Patelis, T., & Gong, B. (2017, April). Evaluating interim assessments: Non-standardization, quality, and usefulness. In T. Patelis (Chair), Contemporary issues with interim assessments. Coordinated session conducted at the annual meeting of the National Council on Measurement in Education, San Antonio, TX.


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2018 Journal Articles and Book Chapters


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